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# SUSTAINABLE FISHERIES MANAGEMENT PROJECT (SFMP)

## Leadership Skills Training

FEBRUARY, 2017

THE  
UNIVERSITY  
OF RHODE ISLAND  
GRADUATE SCHOOL  
OF OCEANOGRAPHY



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SSG Advisors: <http://ssg-advisors.com/>

## **ACRONYMS**

CCM	Centre for Coastal Management
CEWEFIA	Central and Western Region Fishmongers Improvement Association
CRC	Coastal Resource Center
CSLP	Coastal Sustainable Landscape Project
DAA	Development Action Association
DFAS	Department of Fisheries and Aquatic Science
DMFS	Department of Marine Fisheries Sciences
DQF	Daasgift Quality Foundation
FtF	Feed the Future
GIFA	Ghana Inshore Fishermen's Association
GIS	Geographic Information System
GNCFC	Ghana National Canoe Fishermen's Council
HM	Hen Mpoano
ICFG	Integrated Coastal and Fisheries Governance
MESTI	Ministry of Environment Science and Technology
MOFAD	Ministry of Fisheries and Aquaculture Development
NDPC	National Development Planning Commission
NGOs	Non-Governmental Organizations
SFMP	Sustainable Fisheries Management Project
SMEs	Small and Medium Enterprises
SNV	Netherlands Development Organization
SSG	SSG Advisors
STWG	Scientific and Technical Working Group
UCC	University of Cape Coast
URI	University of Rhode Island
USAID	United States Agency for International Development
WARFP	West Africa Regional Fisheries Development Program

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## **1.0 INTRODUCTION**

The fishing industry in Ghana, in spite of the major role it plays in the nation's socio-economic development and also in maintaining food security is confronted with several other challenges which threaten the future of the nation at large. Over the years along the coastline, child labor and child trafficking has been on the rise and it is life threatening. It is therefore in view of this that CEWEFIA, under the Sustainable Fisheries Management Project, came on board with an intervention to address the situation by supporting, creating and building capacities of advocacy groups within selected fishing communities to fight against this menace. In this regard, CEWEFIA organized several capacity building workshops to assist the communities in dealing with their peculiar situations.

This training program is to equip the leaders in the various groups within communities in leadership skills. In collaboration with the Central Region Development Commission (CEDECOM), CEWEFIA organized a two-day workshop at the Oguaa Teachers Credit Union Hall in Cape Coast, to build and strengthen the existing capacities of the leaders in the various groups.

## **2.0 THE BENEFICIARIES**

The training was received by eighty-four (84) participants who are leaders of advocacy groups in various fishing communities.

## **3.0 OBJECTIVE OF TRAINING**

The broad objective of the training is to improve the knowledge and skills of trainees in leadership in their various groups through provision of effective training.

Specifically in:

- Training and equipping participants on team building and leadership skills
- Training participants on how to appreciate participatory approach to development
- Training participants and equipping them in conflict and its resolution

## **4.0 NEEDS ASSESSMENT**

A meeting was held with the participants to discuss, assess and determine the specific knowledge gaps, and facilitate the design of appropriate intervention in terms of training materials suitable to achieve the goal. It came out that leaders of the various groups would need capacity building in leadership, hence the need to conduct a training workshop to cover such areas related to leadership such as participatory development, conflict management, communication, among other topics.

## **5.0 TRAINING CONTENT**

Prior to the training, the trainers met to discuss the training materials relevant to make maximum impact on the trainees. Files, pens, writing pads etc. were provided in their rightful proportion.

## **6.0 TRAINING VENUE AND OTHER LOGISTICS**

The training was non-residential for eighty-four (84) participants and was conducted for eight hours every day for two days. The venue was the Oguaa Teachers Credit Union conference room, which was able to comfortably seat participants and also for movement and group exercises. Again, the venue was easy to locate. The training materials were available in their right specifications and adequate. Snacks and lunch were also provided.

## **7.0 ORGANIZATION**

The program was a two-day training workshop organized for eighty-four (84) group leaders from various communities. It begun from Thursday, 9th February – Friday, 10th February, 2017 and was sponsored by CEWEFIA through USAID.

## **8.0 TRAINING DELIVERY**

### **8.1. Workshop process**

### **8.2. Opening**

Mr. Gabriel Fiatui, the lead facilitator, in opening the training session welcomed and commended CEWEFIA for the good work being done to support the campaign against child labor and child trafficking within the fishing communities. He encouraged the participants to take the training seriously by giving their full attention to the facilitators and asking questions for clarification. He indicated that participants should feel free and get involved in all discussions and contribute for better understanding of issues. Thereafter, the trainers were introduced to the participants and vice versa.

During the introduction, expectations, fears, objectives, likes and dislikes and ground rules were highlighted.

### **8.3. Attendance**

The following were various communities which had their leaders (advocates and Community child protection committee) participating in the two-day

Training:

- Elmina
- Moree

A cross section of the participants used the rope exercise to introduce themselves

### **8.4 Training Team**

The facilitation team was made up of a two members, with the lead facilitator being Gabriel Fiatui and co-facilitator Mabel Quainoo.

### **8.5 Content of the Training**

During the training delivery, a wide range of subject areas were covered. Participants were taken through the following topics:

- Participatory Development.
- Team building.
- Leadership.
- Communication.

### **8.5.1 Participatory Development**

To exhibit the true qualities of a leader, one must understand the need for involving everyone in the development process.

Participants had to understand:

- Development.
- Meaning of participation.
- The development process.
- Meaning of Participatory development.
- The importance of involving the community in the development process.

All these terminologies were defined and thoroughly explained in the simplest form to the understanding of all.

Trainees in a group discussion/brainstorming session on Participatory Development

Group presentation on participatory development.

### **8.5.2 Team Building**

Under this topic, participants studied the following:

- What is a team?
- Common behavior of persons in a team/group.
- Importance of team building.
- Characteristics of a strong team.
- Signs of a weak team.
- How to ensure an effective team?

Participants identified their own traits among the common behavior in a group through the ‘animal code’ that was used as part of the methodology for facilitation.

Various group exercises were conducted for better understanding and also to use as a tool to continuously enhance team building skills.

Participants were busy assessing their common behavior in teams using the ‘animal code’

### **8.5.3 Importance of understanding the different roles that exist within a team**

Through the various group exercises conducted, participants realized the importance of team building and appreciated the role of teams in the development process.

### **8.5.4 Leadership**

The following were the areas participants were taken through:

- Definition and explanation of a leader and leadership.
- Leadership competencies.
- Types of leaders.
- Styles of leadership.
- Qualities of a good leader.
- Signs of a bad leader.

Trainees discussed the types of leaders and their leadership style.

A group presentation of leadership styles.



### **8.5.5 Conflict and conflict management**

Participants learnt about:

- The term conflict and its explanations.
- Importance of conflict and understanding conflict.
- Types of conflict.
- Areas conflicts can arise.
- Causes of conflicts.
- Conflict management/ ways of addressing conflicts.

Trainees in a group worked on conflict management.

Leadership group discussion.

## **9.0 METHODOLOGY**

The methodology used for the training was the CEFE training approach, combined with participatory Rural/Learning Appraisal method:

Some of the tools include the following:

- Brainstorming.
- Group discussions and presentations.
- Experience sharing.
- Group exercises.
- Energizers.

## **10.0 TRAINING OUTCOME**

The training ended with capacities of trainees built in such a way that their skills in leadership were enhanced and are now confident to lead their various groups effectively as they go back into their various communities.

## **11.0 CHALLENGES**

The only challenge was that the two days was not enough to undertake all that was to be covered.

## **12.0 CONCLUSION**

The training ended successfully. The participants were happy about the new skills acquired and expressed appreciation to the facilitators for their efforts and taking time to explain issues to their understanding. They were confident of using the imparted skills well.

## **13.0 RECOMMENDATION**

We recommend that going forward, our office will be prepared to support CEWEFIA to train groups in conflict management

## **13.0 CLOSING**

In closing the training program on the second day, Gabriel Fiatui, the lead facilitator thanked the participants for their participation and co-operation in making the facilitation a successful one. The participants also extended gratitude to the facilitators and others who made the training possible and promised to use the new knowledge extensively for maximum benefit of their various groups, their communities and the fishing industry as a whole.

## APPENDIX 1

### Participation Lists

**Activity:** Training on Leadership Skills and the use of referral mechanisms for CCPCs and Advocates

**Venue:** Oguaa Teaches Co-Operative Credit Union

**Date:** 9-02-2017

**Length of Course:** Less than three days

Name	Organization	Contact	Sex
Lawrence Kweku Appram	CCPC Moree		M
Mohammed Awotwe Tyoni	CCPC Moree		M
John Otso	Advocate Moree		M
Angela Eshun	Advocate Elmina		F
Rebecca Hasford	Advocate Elmina		F
Bertha Buitao	CCPC Advocate		F
Kweke Nuinsol	Advocate Elmina		M
Victoria Ida Pacah	Advocate Elmina		F
Stephan Annan	CCPC Moree		M
Michael Abbew-Supiluga	Advocate Moree		M
Esasn Francis Dennis	Advocate Moree		M
Emelia Halm	CCPC Moree		F
Joesphine Hayford	CCPC Moree		F
Evehjn Tentch	Advocate Elmina		F
Regina Agbedu	Advocate Elmina		F
Isaac Mensah	Advocate Elmina		M
Isaac Joe Mensah	Advocate Elmina		M
Louis Oware	Advocate Elmina		M
Andrew Badoo	Advocate Elmina		M
Saonte Entste Oduro	Advocate Elmina		M
Stephen Benjamin Eshun	Advocate Elmina		M
David Koduah	CCPC Moree		M
Rebecca Addo	Advocate Elmina		F
Hagar-Hilda Kwofie	Advocate Elmina		M
Elizabeth Obeng-Darko	CCPC Moree		F
Millicent Andoh	CCPC Moree		F

<b>Name</b>	<b>Organization</b>	<b>Contact</b>	<b>Sex</b>
Kweku Basaw	CCPC Moree		M
Louis Kobina	Advocate Moree		M
Mabel Quainoo	CEDEOOM		F
Jude Otoo	Advocate Moree		M
Isaac Lamptey	Advocate Moree		M
Morrison Nyankah	Advocate Moree		M
Peter Mensah	CCPC Moree		M
Elizabeth Bentum	Advocate Moree		F
Pius Kobina Annan	Advocate Moree		M
Kweku Awotwe	Advocate Elmina		M
Diana Otuteye	Advocate Moree		F
Alex Ewusie	Advocate Moree		M
Richard Sapon	Advocate Moree		M
Emmanuel Baidoo	Advocate Moree		M
Emmanuel Otto	Advocate Moree		M
Evelyn Hanson	Advocate Moree		F
Rebecca Arhin	Advocate Moree		F
Richard Adjei	Advocate Moree		M
Esi Nyomue	CCPC Moree		F
Matthew Kow KakraBoison	CCPC Moree		M
Ana Ahobo	CCPC Moree		F
Kofi Susu	CCPC Elmima		M
Randy Mensah	Advocate Elmina		M
John Nichie	CCPC Elmina		M
Kabina Mensah	CCPC Elmina		M
Ezzkiel Mensah	CCPC Elmina		M
Nana Kwesi Abekah	CCPC		M
Kofi AkomBason	CCPC		M
Stephen Amanyi	Advocate Moree		M
Buba Kassim	Advocate Moree		M
Mikidad Ibrahim	AAKDA		M
Nana Kampo	CCPC Elmina		F
Mary Kwofie	CCPC Elmina		F

<b>Name</b>	<b>Organization</b>	<b>Contact</b>	<b>Sex</b>
Felix Mosses	CCPC Moree		M
Dadle Michael	CCPC Elmina		M
Joseph Mensah Fauluk	Advocate Elmina		M
Sampson Ansah	KEEA M/A		M
Ebenezer Dadzie	CCPC Elmina		M
Samuel Cromoel	CCPC Elmina		M
Cecilia Arthur	CCPC Elmina		F
Godfred Nyarko	CCPC Elmina		M
Joyce Brekl	CCPC Elmina		F
Emmanuel Harerown	CCPC Elmina		M
Ebenezer Ansah	CCPC Elmina		M
Beedrice Lamisi Yakulou	DSW/DCD		F
Isaac Nkefsiah	Advocate Moree		M
Benjamin Aekon	Advocate Elmina		M
Robert Koomson-Barnes	CCPC Elmina		M
Mahaiya Ibrahim	Funkia		M
Lawrencia Obeng	Facilitor		F
Manasseh Tshuh	Advocate Elmina		M

**Activity:** Training on Leadership Skills and the use of referral mechanisms for CCPCs and Advocates

**Venue:** Oguaa Teaches Co-Operative Credit Union

**Date:** 10-02-2017

**Length of Course:** Less than three days

<b>Name</b>	<b>Organization</b>	<b>Contact</b>	<b>Sex</b>
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Emmanuel Case	Advocate Moree		M
Isaac Lamptey	Advocate Moree		M
Peter Mensah	CCPC Moree		M
Morrison Nyonkoh	Advocate Moree		M
Elizabeth Bentum	Advocate Moree		F
Pius Annan	Advocate Moree		M
Kieku Awotuk	Advocate Elmina		M
Dinaan Atuteye	Advocate Moree		F
Alex Eqsue	Advocate Moree		M
Richard Sana	Advocate Moree		M
Emmanuel Baidoo	Advocate Moree		M
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Agatha Minneux	CCPC Elmina		F
John Nihie	CCPC Elmina		M
Kobina Mensah	CCPC Elmina		M
Ezekiel Mensah	CCPC Elmina		M
Nana Abakah	CCPC Moree		M
Buba Kassim	Advocate Moree		M
Lawrencia Obeng	Facilitator		F
Nana Kampo	CCPC Elmina		F

<b>Name</b>	<b>Organization</b>	<b>Contact</b>	<b>Sex</b>
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Felix Moses	CCPC Elmina		M
Joesph Mensah	Advocate Elmina		M
Mary Amissah	Advocate Elmina		M
Milcidad Ibrahim	AAKDA		M
Lawrence Appram	CCPC Moree		M
Rebecca Eshun	CCPC Moree		F
Mohammad Awotuo Tjjoinia	CCPC Moree		M
John Otoo	Advocate Moree		M
Angela Eshun	Advocate Elmina		F
Rebecca Hasford	Advocate Elmina		F
Bertha Baidoo	Advocate Elmina		F
Kueku Mersdi	Advocate Elmina		M
Victoria Ida Persah	Advocate Elmina		F
Stephan D Annan	CCPC Moree		M
Michael Affew-Saphyia	Advocak		M
Eshun Francis Dennis	Advocate Moree		M
Emelie Halm	CCPC Moree		F
Joesphina Hayford	CCPC Moree		F
Evelyn Tenteh	Advocate		F
Elizabeth Oseng-Derko	CCPC Moree		F
Isaac Mensah	Advocate Elmina		M
Isaac joe Mensah	Advocate Elmina		M
Louis Oware	Advocate Elmina		M
Andrew Baiden	Advocate Elmina		M
Samuel K Cromuel	CCPC Elmina		M
Millicent Andoh	CCPC Moree		F
Stephen Eshun	Advocate Elmina		M
Samuel Oduro	Advocate Elmina		M
Regina Agbedu	Advocate Elmina		F
David Kodunh	CCPC Moress		M
Rebecca Addo	Advocate Elmina		F
Hagar-Hilda Kwofie	Advocate Elmina		F

<b>Name</b>	<b>Organization</b>	<b>Contact</b>	<b>Sex</b>
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Louis Aikins	Advocate Moree		M
Priscilla Agordika	CCPC Elmina		F
Vincent Mensah	Advocate Elmina		M
Manasseh Eshuh	Advocate Elmina		M
Rebecca Buckamn	CCPC Elmina		F
Benjamin Aekon	Advocate Elmina		M
Randy Mensah	Advocate Elmina		M
Isaac Nketsiah	Advocate Moree		M
Esenezer Ansah	CCPC Elmina		M
Cecilia Arthur	CCPC Elmina		F
Joyce Lily Brekl	CCPC Elmina		F
Emmanuel Haercrown	CCPC Elmina		M
Beatriceho Yakubu	DSW/CD		F
Sampson Ansah	KEEA M/A		M
Dadzie Michael	Facilitator		M
Stephen Amanah	Advocate Moree		M
Rebecca Arhin	Advocate Moree		F
Nana Mensah Bonsu	CCPC Moree		M
Ebenezor Dadzu	KEEN Assembly		M
Gudred Nyarko	KEEN Assembly		M
Yakaya Ibrahim	Facilitator		M
Nana Duncan	GNCFC		M
Robert Koomswin-Barnes	GES/MED		M